

# KHALID PAYENDA

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## 1. CAREER SUMMARY

Over 18 years of diverse and high-level experience in strategy, leadership, public financial management, public policy, public sector governance, international development & aid effectiveness, and institutional & human capital development with a proven track record of reforms in challenging environments.

## 2. SKILLS

Excellent leadership and diplomacy skills | Exceptional interpersonal and communication skills including presentation and public speaking | Ability to work well in and lead diverse teams | Problem/conflict resolution | Self-motivation & Work ethic | Excellent Analytical skills |

## 3. WORK EXPERIENCE

### 1.1 Senior Fellow | Institute of State Effectiveness | U.S.A. | March 2019 – June 2020

- Authored a series of policy notes on PFM and budget reform issues and lessons from the implementation of reforms in a fragile and developing country;
- Led ISE's advisory services on fiscal & institutional performance, financial sustainability and accountability, and development and fiduciary risks;
- Advised program counterparts on areas relevant to PFM reform, including, but not limited to macro-fiscal policy, budget formulation, budget execution, procurement, and revenue policy;
- Designed and piloted the PFM module of ISE's governance course;
- Led the drafting of Afghanistan's development vision, the Afghanistan National Peace and Development Framework (ANPDF 2.0);
- Contributed to draft of Afghanistan's competitive strategy for the medium-term.

### 1.2 Lead Performance Validator | European Union | Afghanistan | January – February 2019

- Led an 8-person team of international experts to conduct an independent assessment of the performance of the annual plans of the main institutions involved in PFM including the Ministry of Finance, National Procurement Authority and the Supreme Audit Office for the year 2018;
- Authored and presented the assessment report for endorsement to a leadership group consisting of Minister of Finance, Ministry of Finance, Supreme Audit Office leadership and head of donor agencies involved in PFM sector in Afghanistan.

### 1.3 Deputy Minister of Finance | Government of Afghanistan | Afghanistan | July 2017 – December 2018

- Achieved historic national budget execution rates almost doubling it from an average of 50% in the previous 15 years to above 93% in a single year;
- Led ambitious budget reforms to prepare, for the very first time, a consolidated national budget with increased credibility and fiscal transparency and a medium-term fiscal framework based on international best practices for budget classification developing countries;

- Delivered a 100% disbursement of two donor budget support programs conditioned on policy reforms totaling around \$530m by rigorous management and follow-up of reform implementation across the government – the government record on securing budget support programs was only around 50%;
- Increased accessibility and transparency of budget by an unprecedented level of disclosures of issues and fiscal risks in the national budget, engaging CSOs in the budget process, initiating provincial visits to listen to people’s demands and feedback directly;
- Secured and completed two successive macroeconomic reform programs by IMF by leading government’s technical negotiations and follow up on reforms within the government;
- Led government’s efforts to design a fiscal performance improvement plan and secure a \$100m funding project by the World Bank to address institutional weaknesses in key public institutions;
- Established and led a PFM council with the main donors to coordinate the support and financing for the government’s fiscal performance improvement plan
- Simplified budget preparation, budget execution and treasury management processes by reducing the number of steps and duplications in budget execution for government budgetary units;
- Managed donor portfolio of grants and projects to ensure timely progress and disbursements of funds and address issues impacting portfolio performance.

#### **1.4 Director General Macro-Fiscal Performance Directorate | Government of Afghanistan | Afghanistan | February 2016 – January 2017**

- Established and staffed a new Directorate General, Macro-Fiscal Performance, under the Minister of Finance with a mandate to lead critical issues at the MoF, most important of all - separating expenditure policy and revenue forecast from expenditure management and revenue collection;
- Prepared the first ever comprehensive pre-budget statement outlining the macroeconomic outlook, identifying the fiscal risks and defining the fiscal space available for new policy and providing a medium-term fiscal and expenditure outlook.
- Established capacities and systems for macro-forecasting, fiscal policy analysis, and advice to guide revenue and expenditure targets;
- Established a cash management committee led by the Minister of Finance to provide periodic update of revenue collection, cash management and budget execution;
- Introduced the first ever institution-wide team-based performance management system in key government institutions to improve institutional performance and improve the efficiency of service delivery;
- Established and led the secretariat to the High Economic Council (HEC) – the highest decision-making body in the government on economic and development issues chaired by the President;
- Led the preparation of macroeconomic and fiscal scenarios of Afghanistan’s self-reliance strategy, the Afghanistan National Peace and Development Framework (ANPDF) that was endorsed by the international community at the Brussels Conference on Afghanistan in 2016.

#### **1.5 Senior Policy Advisor | The World Bank, United Nations Development Program and Asian Development Bank | Afghanistan | September 2010 – January 2016**

- Led & Afghanized policy advisory support to the Minister – a role performed previously by international advisors for over a decade;
- Spearheaded Ministry of Finance (MoF)’s efforts to establish a policy deputy ministry within the MoF;
- Authored government strategy documents and plans including compiling a draft of the “Realizing Self-Reliance” strategy paper presented in London (2014) and contributed to the drafting of Afghanistan’s socio-economic strategy presented in Tokyo (2012);
- Carried out demand-driven analytical pieces on economic, trade & competitiveness and fiscal issues to guide informed policy making (such as leading the analysis of the 2014 cash crisis);

- Advised and assisted the Minister of Finance, the Council of Ministers, and the President of Afghanistan on a public policy and economic issues by producing briefs, analytical pieces, talking points, press releases, and speeches;
- Strengthened Minister's office by creating and implementing procedures and processes to improve coordination within the MoF and its clients and counterpart organizations;
- Actively engaged in portfolio reviews of development projects financed by the donors.

#### **1.6 Visiting University Professor | Afghanistan | September 2003 – 20015**

- Co-founded the very first private business school in Afghanistan;
- Designed and taught Economics, Leadership, Business Management & Organization Behavior courses as a visiting university lecturer;
- Structured and conducted workshop trainings for staff of national and international organizations on management and leadership, organizational behavior and economics.

#### **1.7 Economist | The World Bank Group | Afghanistan | April 2006 – July 2008**

- Led Bank's analytical work including producing regular economic reports;
- Advised World Bank country and sectoral teams on poverty reduction, equity and to promote evidence-based decisions;
- Advised on civil service reforms efforts undertaken by the Word Bank country office;
- Contributed to the design and management of a series of budget support programs for the government;
- Engage in operational and policy dialogue with clients to design and deliver innovative analytical work, capacity building services, financial products and technical assistance
- Providing input to the drafting of the Poverty Reduction Strategy Paper for Afghanistan (PRSP);

#### **1.8 Operations Analyst | The World Bank Group | April 2004 – March 2006**

- Led portfolio management of donor contributions to the Afghanistan Reconstruction Trust Fund (ARTF) – a multibillion-dollar trust fund managed by the World Bank;
- Tracked and reported on the financial information on ARTF programs to the management committee, the ARTF donors and the government;
- Participated in the design and development of ARTF funded investment projects;
- Liaised with donors and the government on ARTF financing issues and policy dialogue.

#### **1.9 Assistant Chief Financial Officer | BearingPoint – USAID | Afghanistan | July 2003 – March 2004**

- Performed financial oversight of the largest community development program in Afghanistan, the National Solidarity Program, and ensured liaison with the NSP implementing partners, MoF, and within the Ministry of Rural Rehabilitation and Development.

## **4. FORMAL EDUCATION**

### **i. Master of Science in Policy and Growth Economics**

University of Illinois, Illinois, USA (2010)

### **ii. Executive MBA with specialization in Project Management**

Preston University, Islamabad, Pakistan (2006)

### **iii. MBA with specialization in Banking and Finance**

Preston University, Islamabad, Pakistan (2004)

### **iv. Bachelors of Business Administration - Marketing & Finance**

Preston University, Peshawar, Pakistan (2003)

## **5. SPECIALIZED PROFESSIONAL TRAINING**

Specialization in Financial Management, University of Illinois (2020)  
Public Financial Management Course, IMF, USA (2019)  
Strategic Leadership & Public Governance, Civil Service College, Singapore (2017)  
Macroeconomic management & Resource Management, IMF, USA (2014)  
Macroeconomics for Senior Officials, IMF, Singapore (2013)  
Macroeconomic Diagnostics, IMF, USA (2012)  
Financial Programming and Policies, IMF, Singapore (2011)  
Fiscal Sustainability: Analysis and Tools, The World Bank, USA (2008)  
Public Finance Analysis and Management, The World Bank, USA (2008)  
Civil Service Reform, The World Bank, USA (2007)  
Moving Out of Poverty in Contexts of Conflict, The World Bank, USA (2007)  
Project Implementation and Completion, The World Bank, India (2006)  
Project Planning and Preparation, The World Bank, India (2006)

## 6. SELECTED PUBLICATIONS

- Team-based performance management system: Lessons from Afghanistan – ISE 2019
- Budget Reforms in Afghanistan: A practitioner’s perspective – ISE 2019
- Afghan Government Revenue, Critical for Peace, Grows in 2019 – USIP 2019
- How Afghanistan Can Avoid Another Fiscal Crisis – USIP 2018
- Afghan Government Revenue Continues to Grow: A bright spot in a weak economy – AAN 2017
- Afghanistan’s Rapid Revenue Growth: A bright spot in a weak economy – USIP 2016
- Afghanistan’s Revenue Turnaround in 2015 - USIP 2016

## 7. AWARDS

Awarded Mir Masjidi Khan Medal, one of the highest civilian awards for dedication in public service, by the Government of Islamic Republic of Afghanistan for contributions to national budget reforms and national development planning

## 8. REFERENCES

- i. Ms. Clare Lockhart, Managing Director, Institute of State Effectiveness  
[Clarelockhart@effectivestates.org](mailto:Clarelockhart@effectivestates.org) +1 347 721 7278
- ii. Dr. Shubham Chaudhuri Country Director, World Bank  
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- iii. Dr. Scott Guggenheim, Professor, Georgetown University  
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